

# Central Region Workforce Investment Board

## Local Planning Guide Program Years 2005 – 2006

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**LOCAL PLANNING GUIDE**  
**for**  
**CENTRAL REGION WORKFORCE INVESTMENT BOARD**  
**Program Years 2005-2006**

**I. Local Workforce Investment Board's Vision**

***State the local board's vision for the workforce investment region and how this vision meets, interprets and furthers the Governor's vision and the national direction.***

The Central Region Workforce Investment Board seeks an integrated, seamless demand-driven workforce system that accurately matches the skills needs of the employer community with the skills in the available workforce as well as one that has the capability to assist workers in adding to their skills levels on a "just in time" basis and provides the workforce with good paying career opportunities.

**II. Local Workforce Investment Priorities**

***Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.\****

Businesses in the central region have a variety of needs; however, the most pressing need is a pool of skilled, dependable workers. Recent forums held with employers revealed personnel-related issues that were consistent throughout the region. Many current employees and job seekers lack important qualities such as a sense of responsibility and a strong work ethic. Many are deficient in soft/human skills, and math and science. Employers struggle with employees who have chemical addictions, behavior disorders, and low skill levels. Businesses have difficulty finding dependable, qualified employees.

Central region business representatives report that many employers, especially small businesses, have difficulty with the hiring process. They are often flooded with applications from individuals, who in many cases are not qualified for the job. Through the use of assessment tools, the workforce system must assist businesses in hiring qualified employees.

Businesses must be viewed as the primary customer of the workforce system. Employers need a Career Center system that is responsive to their needs and can provide them with qualified job applicants. The workforce system and the educational system need to work with the business community to address the gaps in the workforce. The healthcare and advanced manufacturing fields, in particular, are facing critical worker shortages.

The business customer is also in need of assistance in enhancing the skills of their current employees. Employers must be provided with an avenue for influencing training curriculum and information and assistance in accessing state and federal funding for worker training.

The business representatives on the WIB are a valuable source of information regarding the issues employers contend with. The needs of the business community are the topic of frequent discussions at board meetings.

Customer satisfaction surveys and input from front line staff provide a great deal of information concerning the needs of jobseekers. Jobseekers want and deserve easy access to reliable information in a timely fashion and staff assistance provided by friendly, knowledgeable people. Job seekers often require job search assistance, career counseling, information about training providers, and information about the availability of supportive services. Current labor market information is critical for jobseekers to make wise career decisions. Employment information including job vacancy listings, information on required skills, local demand, and earnings is essential. Assessment services are needed for jobseekers to identify their strengths and interests and placement assistance is a necessity for jobseekers to navigate the job search process. They also need to be provided access to education and training opportunities.

Workers are in need of training and the opportunity to advance along a career path in order to gain higher paying jobs. Training is also required so that the skill levels of workers will meet the needs of the evolving workplace. Incumbent worker training is essential to provide entry-level opportunities for those with lower skill levels. The opportunity for life-long learning should be made available to workers and job seekers.

In some cases, workers need assistance with transportation, childcare, and drug addiction problems. They need current information on how to access these supportive services.

### **III. Local Structure**

#### **A. *Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.***

The Central Workforce Investment Area (WIA) consists of 19 counties in central and south central Missouri. The region has two Metropolitan Statistical Areas, Columbia (Boone and Howard Counties) and Jefferson City (Callaway, Cole, Moniteau, and Osage Counties). Washington County is part of the St. Louis MO-IL Metropolitan Statistical Area. Micropolitan Statistical Areas include Mexico (Audrain County), Rolla (Phelps County), Lebanon (Laclede County), and Fort Leonard Wood (Pulaski County).

The Central Workforce Investment Area accounts for 10% of the state's workforce. The area is home to the State Capitol in Jefferson City. Lake of the Ozarks, one of the state's most extensive recreational areas, is

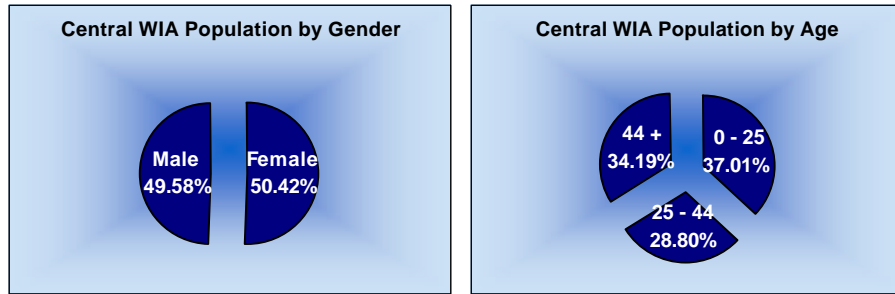
located in the region. Fort Leonard Wood is the state's largest military base.

Major employers located in the Central WIA include: the State of Missouri, ABB Power, Briggs and Stratton Corporation, Boone Hospital Center, Capitol Region Medical Center, St. Mary's Health Center, Scholastic Incorporated, Shelter Mutual Insurance, U S Food Service, University Children's Hospital, University Hospitals and Clinics, and University of Missouri. Source: MERIC, U.S. Bureau of Labor Statistics

The University of Missouri system has two campuses in the region: University of Missouri – Columbia, and University of Missouri – Rolla. Other training and educational institutions in the region include: Lincoln University, Linn State Technical College, Boonslick Technical Educational Center, Columbia Area Career Center, Columbia College, Lake Career and Technical Center, Lebanon Technology and Career Center, Mo School for the Deaf Vocational School, Nichols Career Center, Rolla Technical Center, Rolla Technical Institute, Stephens College, Tri-County Technical School, Waynesville Technical Academy, Westminster College, William Woods University and Waynesville Technical Academy. Source: Missouri Department of Higher Education

**Central Workforce Investment Area Population Diversity by County  
for the Year 1999:**

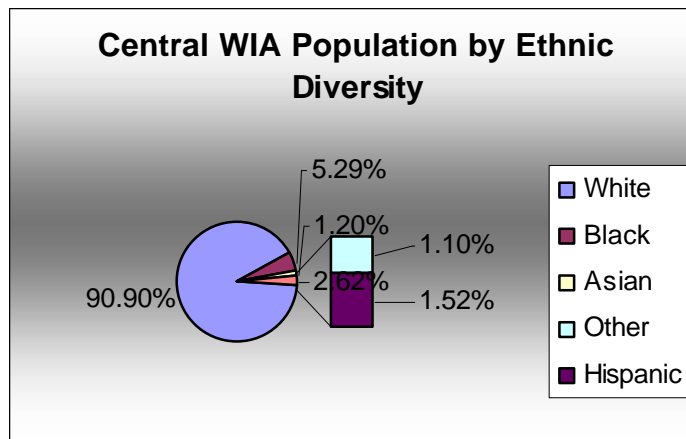
<b>County</b>	<b>Female</b>	<b>Male</b>	<b>Age 0 - 25</b>	<b>Age 25 - 44</b>	<b>Age 44 +</b>	<b>County Total</b>
Audrain	12,090	11,359	7,708	5,955	9,786	<b>23,449</b>
Boone	67,867	62,312	56,467	42,030	31,682	<b>130,179</b>
Callaway	19,531	18,373	13,926	11,484	12,494	<b>37,904</b>
Camden	17,620	16,976	9,491	8,513	16,592	<b>34,596</b>
Cole	33,840	35,672	23,764	23,263	22,485	<b>69,512</b>
Cooper	7,830	8,323	6,109	3,997	6,047	<b>16,153</b>
Crawford	11,598	10,829	7,602	5,925	8,900	<b>22,427</b>
Dent	7,380	6,877	4,677	3,281	6,299	<b>14,257</b>
Gasconade	7,665	7,310	4,691	3,771	6,513	<b>14,975</b>
Howard	4,993	4,668	3,413	2,421	3,827	<b>9,661</b>
Laclede	16,188	15,231	10,768	8,454	12,197	<b>31,419</b>
Maries	4,201	4,222	2,806	2,030	3,587	<b>8,423</b>
Miller	11,825	10,799	8,133	6,108	8,383	<b>22,624</b>
Moniteau	6,791	6,522	4,749	3,729	4,835	<b>13,313</b>
Morgan	9,732	9,176	5,314	3,922	9,672	<b>18,908</b>
Osage	6,159	6,365	4,740	3,325	4,459	<b>12,524</b>
Phelps	19,119	19,835	15,387	10,167	13,400	<b>38,954</b>
Pulaski	16,954	21,276	16,372	12,345	9,513	<b>38,230</b>
Washington	11,486	11,868	8,873	6,581	7,900	<b>23,354</b>
<b>Region Total</b>	<b>292,869</b>	<b>287,993</b>	<b>214,990</b>	<b>167,301</b>	<b>198,571</b>	<b>580,862</b>



Source: MERIC, U.S. Bureau of Labor Statistics – 1999 Central Region Demographics

### Central Workforce Investment Area Ethnic Population by County for the Year 2000:

County	White	Black	Asian	Other	Hispanic	Total
Audrain	23,547	1,859	89	130	189	25,814
Boone	115,714	11,572	4,015	1,540	2,413	135,254
Callaway	37,420	2,307	210	336	377	40,650
Camden	36,190	95	107	277	346	37,015
Cole	62,158	7,084	625	649	915	71,431
Cooper	14,844	1,493	39	109	143	16,628
Crawford	22,408	33	30	145	176	22,792
Dent	14,489	59	32	136	112	14,828
Gasconade	15,141	19	24	51	64	15,299
Howard	9,306	699	12	83	88	10,188
Laclede	31,552	138	95	284	401	32,470
Maries	8,674	29	10	80	103	8,896
Miller	23,090	65	30	181	231	23,597
Moniteau	13,752	561	46	280	435	15,074
Morgan	18,796	98	23	156	161	19,234
Osage	12,884	21	10	43	77	13,035
Phelps	39,825	596	936	447	485	42,289
Pulaski	32,254	4,935	936	1,571	2,404	42,100
Washington	22,286	578	35	193	170	23,262
<b>Region Total</b>	<b>554,330</b>	<b>32,241</b>	<b>7,304</b>	<b>6,691</b>	<b>9,290</b>	<b>609,856</b>



Source: MERIC, U.S. Bureau of Labor Statistics – 2000 Central Region Demographics

The fastest growing industries in the Central WIA include oil/gas extraction, motion pictures, social assistance, waste management, and rental/leasing services. Most of the fast growing industries have low employment bases, pay low wages, and are not nationally competitive. However, the ambulatory health care services sector pays above average wages, has a large number of openings, and is one of the area's more nationally competitive industries.

The Central WIA has 22 nationally competitive industries, of which 17 are growing and five are declining. Competitiveness means that the Central WIA has a competitive advantage in these industries relative to the rest of the United States, indicating that the WIA is highly specialized in these sectors in terms of value-added. The top competitive and growing industries include farming, federal military, rail transportation, nonmetallic mineral product manufacturing, motor vehicle manufacturing, utilities, mining, beverage/tobacco product manufacturing, and retail trade sectors. It is expected that these industries will continue to be the competitive drivers of the Central WIA economy. The top competitive, but declining, industries include electrical equipment manufacturing, state/local government, and food manufacturing. These industries are in danger of losing their competitive advantage, to the detriment of the Central WIA.

The number of new businesses that formed in the Central region in 2003 was lead by businesses in the retail trade, construction, accommodation/food services, and professional services sector. Construction businesses saw the biggest increase with over 258 new businesses forming in the region in 2003. New business formation in the mining, utilities, management of companies, and public administration sectors was considerably low in the Central region in 2003.

Source: MERIC, U.S. Bureau of Labor Statistics

**B. *Describe the region's economic condition, including the following information by county and the overall region:***

- ***average personal income level;***

The overall central region average personal income level is \$20,294; the average personal income level by county is as follows:

<u>County:</u>	<u>Avg. Income Level</u>
Audrain	\$23,175
Boone	26,568
Callaway	21,199
Camden	22,667
Cole	27,884
Cooper	20,150
Crawford	18,373
Dent	18,900
Gasconade	21,357
Howard	20,114
Laclede	19,473
Maries	17,648
Miller	17,833
Moniteau	20,452
Morgan	18,091
Osage	23,143
Phelps	21,041
Pulaski	23,039
Washington	15,883

Source: Department of Social Services Fact Sheet

• ***number and percent of working-age population living at or below poverty level;***

	<u>% Below Poverty 1999</u>	<u>Population Census 2000</u>	<u>Civilian Labor force 2000</u>	<u># Working-age Living at or below poverty level</u>
Central Region (overall)	12.9%	626,364	297,414	38,409
<u>County:</u>				
Audrain	14.8%	25,853	11,938	1766
Boone	14.5%	141,211	77,099	11179
Callaway	8.5%	42,225	20,526	1744
Camden	11.4%	38,302	17,129	1952
Cole	8.7%	72,454	37,532	3264
Cooper	10.7%	17,009	7,684	822
Crawford	16.3%	23,513	10,316	1681
Dent	17.2%	14,921	6,571	1130
Gasconade	9.5%	15,542	7,368	699
Howard	11.6%	10,007	5,223	605
Laclede	14.3%	33,326	15,632	2235
Maries	13.1%	8,841	4,280	560
Miller	14.2%	24,255	11,544	1639
Moniteau	9.9%	14,965	6,959	688
Morgan	16.2%	20,000	8,616	1395

Osage	8.3%	13,134	6,807	564
Phelps	16.4%	41,668	18,838	3089
Pulaski	10.3%	45,254	13,898	1431
Washington	20.8%	23,884	9,454	1966

Source: Missouri census data center

- unemployment rates for the last five years; and***

	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>
Central Region (overall average)	3.7	5.1	5.3	5.3	4.9
<u>County:</u>					
Audrain	2.7	4.0	5.0	5.9	4.9
Boone	1.2	1.7	2.1	2.3	2.3
Callaway	2.4	3.2	3.6	3.8	3.4
Camden	4.1	5.7	6.3	6.0	5.4
Cole	2.1	2.3	3.0	3.0	2.7
Cooper	2.7	4.5	4.0	3.8	3.8
Crawford	5.5	6.2	6.6	7.4	6.4
Dent	5.8	8.4	6.7	6.8	6.5
Gasconade	3.3	5.1	5.7	6.4	5.9
Howard	3.2	4.7	4.9	4.1	4.1
Laclede	3.8	6.3	5.9	9.7	7.7
Maries	3.2	4.8	4.8	4.0	4.1
Miller	4.9	6.4	7.2	6.5	6.3
Moniteau	2.5	3.7	4.1	3.4	3.2
Morgan	4.2	6.8	7.3	6.7	6.7
Osage	4.0	4.9	5.1	4.6	3.6
Phelps	2.7	3.3	3.2	3.4	3.2
Pulaski	5.6	6.0	4.9	4.6	4.4
Washington	7.1	8.2	9.4	9.0	7.7

- major lay-off events over the past three years and any anticipated layoffs.***

Major lay-off events in the Central Region that affected 50 employees or more were as follows:

Month	Year	Company	NO. of Employees
January	2002	Cargill Foods Co.	65
March	2002	AP Green Corp.	324
April	2002	Albertson Inc.	93
May	2002	Florsheim Group, Inc.	93
May	2002	Kemper Military School	55
November	2002	Universal Automotive	97
November	2002	Rawlings Sporting Goods	230
December	2002	IKON Office Solutions, Inc.	94
December	2002	VF Jeanswear, Corp.	741
December	2002	National Refractories	200
January	2003	Square D Company	60
February	2003	Nexans	123
May	2003	ABB Inc.	101
October	2003	3M Corp.	124



November	2003	Speedline (Electrovert)	80
January	2004	K-Mart	107
January	2004	Americall Group Inc.	175
March	2004	Tech Packaging	79
April	2004	Detroit Tool & Engineering	105
September	2004	Square D Electric	100
November	2004	Delta USA	140
December	2004	Computer Plus	60

Industries with the largest projected declines during the 2002 – 2012 time period are as follows:

#	Industry	Employment 2002	Employment 2012	% Chg.
1	Cut and sew apparel manufacturing	281,800	77,100	-73%
2	Apparel knitting mills	49,600	20,000	-60%
3	Textile and fabric finishing and fabric coating mills	82,400	40,100	-51%
4	Fabric mills	146,600	79,600	-46%
5	Apparel accessories and other apparel mfg.	26,200	15,100	-42%
6	Fiber, yarn, and thread mills	64,200	37,200	-42%
7	Tobacco manufacturing	33,200	20,200	-39%
8	Metal ore mining	29,400	18,000	-39%
9	Petroleum and petroleum products merchant wholesalers	111,400	77,000	-31%
10	Coal mining	74,900	52,300	-30%
11	Other chemical product and preparation manufacturing	112,400	79,400	-29%
12	Iron and steel mills and ferroalloy manufacturing	107,100	76,000	-29%
13	Oil and gas extraction	122,500	88,400	-28%
14	Computer and peripheral equipment manufacturing	249,800	182,100	-27%
15	Fishing, hunting and trapping	30,000	22,000	-27%
16	Pulp, paper, and paperboard mills	168,200	126,400	-25%
17	Farm product raw material merchant wholesalers	75,200	56,700	-25%
18	Resin, synthetic rubber, & artificial syn. fibers & filament mfg.	114,300	88,500	-23%
19	Natural gas distribution	115,600	89,700	-22%
20	Pesticide, fertilizer & other agricultural chemical mfg.	44,700	35,200	-21%
21	Basic chemical manufacturing	170,500	139,800	-18%
22	Aerospace product and parts manufacturing	468,300	385,700	-18%
23	Spring & wire product manufacturing	70,700	58,800	-17%
24	Footwear manufacturing	21,400	17,800	-17%
25	Semiconductor & other electronic component manufacturing	531,400	452,000	-15%

Source: CAREERINFONET

**C. Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input**

***into the development of the local plan, prior to submission of the plan. \****

\*Denotes WIA-Mandated Planning Requirements

Prior to the submission of the plan, a public notice was posted in three major newspapers in the central region, including the Jefferson City News Tribune, The Reporter (Camden County) and the Rolla Daily News. Diverse population groups were notified of the local plan and invited to make comment. The plan was available for public comment for a period of thirty days.

Local public officials, WIA service providers and the WIB, which is composed of a majority of representatives of business, were involved in the development and approval of the plan. Representatives of organized labor also serve on the board and are involved in the process.

- D. *Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.***

See Attachment 1, Comprehensive One-Stops.

- E. *Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.***

See Attachment 1, Comprehensive One-Stops.

- F. *Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.***

See Attachment 1, Comprehensive One-Stops.

- G. *Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.***

See Attachment 1, Comprehensive One-Stops.

#### **IV. Economic and Labor Market Analysis**

- A. *Identify the current and projected employment opportunities in the local area.\****

According to the Department of Economic Development's report, Missouri Workforce Gap Analysis: Needs Assessment for the Central Region, the largest employing industries include state & local government, retail trade, farm, food services, and construction. The fastest growing industries in the

region include oil/gas extraction, motion pictures, social assistance, waste management, and rental/leasing services. The highest-paying industries in the Central WIA include pipeline transportation, federal civilian, and utilities.

Occupations with the largest number of annual openings include retail sales workers, cashiers, and food preparation/serving workers. Unfortunately, these positions pay less than \$15,000 per year. The highest demand jobs over the next ten years are low skill jobs, but will also pay low wages. The exception is the nursing field; a large number of annual openings exist for registered nurses, which pay above average wages of \$30,000 per year. This demand is expected to increase through the coming years.

The DED report mentions a projected demand for teachers. More than 18% of the Educational Services workforce is over the age of 55 and will retire in ten years. This sector may have difficulty finding enough qualified workers to fill those openings. The central region WIB believes that there are already shortages of teachers in certain fields, such as higher levels of math and science and healthcare related courses in technical schools. The WIB believes that the teaching profession needs to be elevated, including an increase in pay.

The Central Region Workforce Investment Board hosted three forums to address skills gaps in the region. Based on information gained in these forums, the WIB believes that there are rewarding opportunities in the entire healthcare field, life sciences and advanced manufacturing. The WIB also believes that opportunities exist in many fields/trades in which jobseekers have a two-year technical degree.

**B. *Identify the job skills necessary to obtain current and projected employment opportunities.\****

Some form of post secondary education will be necessary to obtain employment that pays above minimum wage. Many of the required skills are specific to each employment sector. Healthcare, education services, and life sciences require the appropriate training and certification. Computer training will be beneficial in many fields, including local and state government positions. Employees in the construction trades will require some form of training or apprenticeship. Advanced manufacturing requires on-the-job training and a strong background in math and possibly engineering.

Most employers require basic skills in math, reading, and science; many jobseekers are deficient in these areas. Math is required in many fields that may not be readily apparent, such as construction and manufacturing. The healthcare field requires a background in science. The degree of skill required will vary with the job. Many employers will not consider applicants who do not have a high school diploma or GED.

Generally, employers report a shortage of human/soft skills among job seekers. Employers are looking for individuals who are dependable, punctual, team oriented, and have a strong work ethic. Workers should have problem solving skills, be able to learn, and have a sense of responsibility towards their job. Interpersonal skills and the ability to get along with others are also skills that are valued by employers.

As mentioned previously, most of the jobs projected to increase in the future are low skill, low pay jobs. However, there will always be a demand for skilled workers. Jobseekers who have some type of post secondary training and marketable skills will benefit greatly in terms of job opportunities that are available to them.

## **V. Overarching Local Strategies**

- A. *Include the findings from the “Missouri Regional Skills Gap Analysis” planning phase, as well as any strategies that have been developed for implementing the needed training to fill these skills gaps. These findings should include high-growth, high-demand employment opportunities within the region, as defined in the national direction.***

The *Missouri Workforce Gap Analysis: Needs Assessment* was reviewed at the three Skills Gap forums held in the Central Region. This review was followed by a discussion of skills gaps at the local level.

The forum participants agreed with the findings of the DED report, that there will be a future shortage of teachers. The Central Region believes that there is already a shortage of teachers, particularly among higher-level math and science courses. Technical schools are also having difficulty recruiting instructors. Educators mentioned the problems that teachers contend with today, including potentially dangerous students and mental health issues. The forum members believe that the teaching profession needs to be elevated, including increased pay.

There are a large number of annual openings in the nursing field and forum members believe that there is a shortage of workers in the health care field in general.

Forum participants questioned the findings that the motion picture industry is one of the fastest growing industries in the Region. The report shows gaming workers to be the fastest growing occupation in the region but it should be noted that there is only one gaming establishment in the central region. Retail sales workers, cashiers, and food service/accommodation workers are some of the high growth areas in the region. Unfortunately, they are low paying jobs.

Attendees at each forum were asked what they thought the areas of skills shortages were. Three areas of concern were stated at each forum: deficiencies in soft skills, mathematics, and science. The forum participants believe that these current skill shortages also represent the most critical skills gaps of the future. The deficiencies in math and science have contributed to critical labor gaps in the areas of health care and advanced manufacturing. There is also a lack of realistic career knowledge, including an understanding of how academic skills are applied in the workplace.

The strategies to address skills gaps were developed by the planning consortium after reviewing information from the three forums. The consortium believes that action must be taken to bring improvement to the labor gap situation. Education is the key to raising the skill level of employees and becoming a knowledge based workforce. Workforce development is the key to economic development. Additional meetings will be held to discuss strategies and available resources.

### Soft Skills

1. Incorporate additional soft skills training in the Workplace Readiness classes conducted by the Central Ozarks Private Industry Council as well as curriculum currently offered by the Lake Area Citizens Advisory Board (LACAB) to Probation and Parole clients in the areas of anger management, conflict management, and financial management. Promote substance abuse testing and counseling, which is available at some of the Career Centers through partner LACAB. Utilize input from employers in the Workplace Readiness classes to ensure that critical issues are covered. Arrange for employers to attend the Workplace Readiness classes to speak to the class.
2. Utilize the WorkKeys pre-test and assessment to pre-screen job applicants for appropriate skill sets. This will help ensure that only qualified applicants are referred to employers. As necessary, incorporate the WorkKeys Worldwide Interactive Network (WIN) program to improve the skill levels of applicants.
3. Educate job seekers regarding the qualities employers are looking for in an employee. Consider producing a video based on employer input to be shown at Career Centers.
4. Implement an improved referral system in Career Centers so that job seekers in need of soft skills training will be referred to a Workplace Readiness class or other form of instruction.
5. Encourage employers to request the school transcripts of job seekers. Students must understand that school attendance and

grades are important. School attendance and performance will reflect upon job performance.

### Healthcare and Advanced Manufacturing

The C-WIB employs three career counselors who provide current career information to students in selected schools in the region. In most cases, school guidance counselors are too busy to provide career counseling and many students are out of touch with the real employment world. These career counselors will be very instrumental in addressing the skills gaps in manufacturing and health care. Through testing, counseling, and the provision of accurate career information these counselors will assist students in making wise career choices.

The C-WIB is also developing a Career Exploration pilot project that will initially be operated in 12 school districts. The focus of the project is to provide younger students with career information. Additional information will be provided during the implementation phase of this project.

### Manufacturing

1. Strive to improve the perception the public has towards manufacturing careers and technical schools. Encourage students and their parents to visit manufacturing facilities. Promote the positive aspects of manufacturing careers such as improved working conditions and above average wages.
2. Increase employer involvement in elementary school career exploration to encourage students to pursue technical degrees. Communication between industry and education must be improved.
3. Strive to make science and math courses more attractive. Educators, especially math instructors, need to spend time in the workplace to see how math is applied. Students will show more interest in math and science if they understand how those subjects relate to future careers.
4. Increase networking between Labor organizations and the Career Centers. Present information on apprenticeship training at the Career Centers.
5. High school counselors and teachers need to be more involved with technical schools and actively promote the benefits of technical training.

### Health Care

1. Meet with the Missouri State Board of Nursing to see if any changes can be made, particularly with the LPN program, to make

the course more conducive to the needs of students. It may be beneficial if the LPN program was expanded to a two-year program.

2. Increase the involvement of hospitals with the health care programs of technical schools. Explore the possibility of hospitals offering financial support to the nursing programs of technical schools.
3. Utilize a career ladder approach in health care by training incumbent workers to advance to higher positions, creating entry-level positions for beginning workers.
4. Many health care students are lacking in math and science skills. Emphasis must be placed on raising these skill levels.
5. Expand or develop nursing programs to meet the growing need of healthcare workers.
6. Create a strategy to offset the growing shortage of instructors in the healthcare field.

**B. *Describe the local board's policy on providing apprenticeships.***

The Central Region Workforce Investment Board has no formal policy on apprenticeships but currently offers the Century 21 program, which trains individuals to become apprentices in the construction trades.

**VI. Major Local Policies and Requirements**

**A. *Identify the local areas policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services. In addition, this policy should identify:***

- *how such services will be funded when they are not otherwise available from other sources;*
- *the services that may be provided;*
- *documentation required for requesting service;*
- *the maximum amount of funding and length of time for supportive services or needs based payments to be available to participants; and*
- *procedures (if any) established to allow One-Stop operators to grant exceptions to the limits established*

The Central Region's Local Policy for provision of support services allows program operators to provide Support Services to Adults, Dislocated Workers, Older Youth and Younger Youth who have been determined eligible to receive assistance and participate in a WIA Title I activity.

Each customer is required to complete a **Financial Needs Determination Form** to document the total amount of family income received and submit this information with the "Support Service Request". Depending on the customer's need this form may be completed at any level of service, but at minimum, must be completed with IEP development and up dated every 6 months following.

Program Operators collaborate with agencies within the Career Center system partnership to share and obtain information and access to non-WIA resources. As customers are assessed to determine resource needs, written referrals are made, using the region's "Common Referral" form, which is sent to the partnering agencies to enable customers to apply for services. A copy of the "Common Referral" form is kept in the customer's hard file; a copy is sent to the partnering agency and the customer is given a copy. As barriers are discovered during on-going assessment, this process is followed and must be evident in the hard file. After referrals have been made, WIA staff members are responsible for follow-up communication with partnering agency staff, to ensure that customers have applied for needed non-WIA resources. Discussions are documented in the monthly case history section of the customer's automated file. In the event that non-WIA resources are not available to assist the customer, a WIA "Support Service Request" form may be submitted to the agency director or designated staff member to request that WIA funds be considered to assist the customer.

"Support Services" are justifiable when the customer's personal finances are not adequate to pay all expenses that are related to employment and or training success. "Support Services" are intended to ensure that adequate resources and support systems are in place, to enable the customer too successfully:

- find employment;
- complete training;
- develop skills for new or better employment opportunities;
- enhance job retention and attaining self-sufficiency.

Needs Based Payments are not provided in the Central Region. Program Operators budget WIA funding to be utilized in providing "Support Services". All non-WIA resources must be considered and applied first, prior to authorization of WIA funding for "Support Services".

WIA "Support Services" must be employment or training related and typically includes, but is not limited to, funding to provide clothing, supplies, limited small equipment and or tools. Transportation assistance may be provided to individuals during job search or training participation. Payments for drug testing, mental evaluations, medical evaluations, exam fees, and other employment or training related fees may be authorized when deemed appropriate and beneficial to the customer's goal



attainment. Limited assistance is provided on an emergency basis when non-WIA resources are not available to assist with food, housing, ADA accommodations, child care, or other emergency needs that may negatively threaten the customer's potential to succeed in employment or training activities.

The process for requesting WIA "Support Services" is as follows:

- WIA staff will assist customers in completing a **"Request for Support Services"** form. The request form must be signed by the customer.
- The request form must include a statement explaining why the help is needed and how it will enhance the customer's ability to successfully attain their goals for employment.
- Verification of need must be provided with the request form as follows:
  - **Child Care:** Participants who request assistance to help pay for childcare must submit a completed **Child Care Provider Verification Form** with their request form. The form must be completed and signed by the childcare provider and be attached to the request form. The childcare provider must agree to all stipulations stated on the form to receive payment for services from WIA funding. The childcare provider must submit attendance records with a monthly invoice to the Program Operator.
  - **Physical & Mental Exams:** Work related medical examinations (not paid for by the employer) may be considered. A letter from the employer must be attached to the request form, explaining that the evaluation is needed and stating that medical insurance is not available to cover the expense and that the employer is unable to pay for the medical evaluation. Customers are required to sign a "Release of Information" form (that must be attached to the request form), giving authorization to the medical provider to complete and submit a "Health Status" form to the Program Operator and the employer or training provider, stating their professional medical opinion concerning the customer. If approval of "Support Services" is granted, authorizing the customer to receive the medical/mental evaluation as requested, the "Health Status" form must be returned to the Program Operator, attached to the invoice that is submitted by the medical provider to request payment.
  - **Drug Testing, Substance Abuse Counseling & Counseling Services:** "Support Services" may be requested to assist with payments associated with these services. Program Operators may choose to utilize these services as pre-screening for enrollment into Training services such as OJT or COT. A request form must be submitted for approval prior to obtaining service.

- **Travel Assistance:** requests for “Support Services” to assist with transportation for “Job Search, participation in Training or assistance during the initial weeks of employment, prior to the first pay check” will be considered. Once approved, a tracking system is implemented to document the number of miles traveled, the reason for the travel, and the amount to be paid to the customer to assist with travel expenses.
  - **Transportation Assistance for Job Search Participation:** Customers who are actively participating in a Job Search activity must submit a completed “Job Log” form that lists the name and physical address of the business contacted. The form must indicate if the customer was there to submit or pick-up an application or if they were there for an interview. At least 10 contacts per week must be made with not less than six face to face contacts required. The date of the contact and the name of the contact person must be listed on the form. “Map Quest” will be used to determine the distance between locations and payment will be based on these results.
  - **Transportation Assistance for Training Participation:** Customers who are enrolled and actively participating in a Training activity must provide a monthly “Progress and Attendance” form, completed by the Training provider to verify attendance and progress. The customer must complete a “Travel Log” that includes the date the trip was made, the starting point physical address and the physical address of the destination; the physical address of the starting point for return and the physical address of the return destination. “Map Quest” will be used to determine the mileage distance between locations and payment will be based on these results.
  - **Transportation Assistance -New Employment:** Assistance may be provided to customers who obtain new employment and are in need of assistance for transportation expenses during the first 30 days of employment or until they have received their first pay check. A “Travel Log” with the same information as required for customers participating in Training will be required.
- **Uniforms Necessary for Employment:** customers who obtain employment that requires specific clothing to be worn when performing daily job duties, may receive “Support Services” to assist with purchasing costs; this includes: customers who are placed in work experience; OJT, COT or by direct job placement.
- **ADA Accommodations:** participants who have documented disabilities and who are determined ineligible for assistance from vocational rehabilitation services may receive support services specifically for work or training related accommodations.

- **Emergency Food:** participants who are in need of emergency food and are found to be ineligible for any other type of assistance (Food Stamps, MOCA, Salvation Army, and Food Pantry) may request support services.
- **Housing Related Expenses:** participants who request assistance for housing related expenses must confirm that they are not eligible to receive any other type of housing related assistance. A one-time “Support Service” payment may be issued to a landlord and or utility company when it is necessary to ensure that the participant does not become homeless or if it is necessary to secure residence for a participant as a result of relocation for employment or job retention. “Support Service” payments for housing related expenses will only be allowed one time for the length of the participant’s enrollment. Mortgage payments are not included.
- **Clothing and or Hygiene Products:** customers who are actively seeking employment or participating in Training services may receive “Support Services” to purchase clothing necessary for maintaining positive appearance as required for Training participation or for job interviewing. When assessed as necessary, hygiene products will also be approved for purchase. Customers who need to improve their personal appearance to look presentable for job search, training participation or to enter new employment may be assisted with haircuts, hair styling, make-up and consultation to learn how to use these products and maintain appearance.

The service provider’s Executive Director must review all requests, consider all evidence applicable to the request and authorize or deny services prior to any allocation of funding.

Funding to assist with “Support Services” is based on individual need and individual agency budget restraints. Program Operators are instructed to compare prices from various vendors prior to requesting assistance and only requests for the lesser amount of purchase will be considered. A target of \$150 per customer is suggested as an average goal for “Support Service” provision. In circumstances where \$150 is not adequate to meet need, the service provider’s Executive Director may grant an increased amount, not to exceed \$1000, as long as funding is available in the budget and all process requirements are fulfilled. Authorizations that exceed \$1000 must be submitted to the CWIB Executive Director for approval.

Customers may request “Support Services” throughout their active enrollment as long as participation and need is verified. Participants who have “Exited” from WIA services may request support services to ensure job retention during follow-up.

**B. *Identify the maximum dollar amount for all supportive services combined per participant.***

Program Operators negotiate annual budgets with the C-WIB. Budgets include line items for provision of “Support Services” for each program type. Projection is based on past experience and economic conditions. For example, excessive gas prices are placing a hardship on customers participating in Job Search and Training. As a result, it is anticipated that there will be an increase in requests for transportation assistance; as a result, the line item for transportation assistance may be increased. The final result is based on funding availability.

- C. *Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.\****

C-WIB utilized 2000 Census Data to project funding needs for each of the 19 counties within the region. Analysis of data has verified that funds allocated to each sub-region, (Lake of the Ozarks, Meramec and Mid-MO), is not adequate to meet the projected need. For this reason, priority has been given to serve low-income adults as priority recipients for enrollment and participation in WIA activities.

- D. *Define the sixth eligibility criteria for youth, described in WIA section 101(13) (C) (iv) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment”.***

In accordance with the WIA Act, youth applicants must meet eligibility criteria and provide documentation to verify that they are low income and that they have a barrier to employment. To ensure that youth applicants who require additional assistance to complete an education program or to secure and hold employment” are considered for enrollment, C-WIB has adopted a locally defined barrier and statement as follows: “An additional eligibility barrier will be established in the Central Region for in school and out of school youth who have “special needs” due to physical or mental disabilities or any other barrier that requires additional assistance to complete an educational program or to secure and retain employment. Documentation will be provided in the file to verify the “special needs” status of the youth, which may include copies of individual education plans, doctor’s statements, hospital records, treatment center records, etc.

- E. *Describe how veteran’s priority, as required by Public Law 107-288, will be incorporated into all programs.***

C-WIB has designated Veterans as a priority population for services. A Veteran’s Representative is located in each Career Center to ensure that services to Veterans reflect collaborative efforts among all partners of the Career Center System. Individual assessment results are utilized to

determine appropriate enrollments within the system. Dual enrollment is encouraged when appropriate to ensure customer success.

**F. *Identify the funding limit for Individual Training Accounts (ITAs).***

Program Operators are responsible for assisting customers with the development of the ITA. The ITA is the written document that records all funding streams and the amount available to assist the customer with Training expenses. WIA funding is allocated as a last resort and only considered after all other financial aid funds have been reviewed and allocated. It is at the Program Operators discretion to determine if 100% of the PELL Grant is to be utilized or if a portion of the grant may be given to the customer to assist with other Training related expenses. The Central Region has not designated a maximum dollar amount for allocation of WIA funding to be included in the ITA.

Program Operators are asked to consider the following when obligating WIA funds:

- Is the Training connected to an occupation that is in "High Demand";
- Is the provider and the course certified by Department of Elementary and Secondary Education;
- Can the Training be completed within two years;
- The type of credential to be received at the completion compared to the cost;
- Compare cost of Training with other providers (is the cost reasonable or excessive).

Program Operators are encouraged to establish strong communication with Training providers to ensure that customer progress is consistently updated and that required Progress and Attendance forms are submitted monthly as required.

**G. *Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible.***

The Central Region has invested funds to ensure that each of the seven Career Centers located in the region have ADA approved accommodations accessible, to be utilized when needed, to assist individuals with disabilities. One-Stop Operators must ensure that staff members are trained to assist individuals with disabilities to utilize this equipment. One-Stop Operators ensure that agencies such as Vocational Rehabilitation and Rehabilitation Services for the Blind are informed of availability and encourage these agencies to utilize the Career Centers when serving disabled customers.

- H. ***Describe how the local region will ensure that the full array of one-stop services are available to all individuals with limited English proficiency.***

The C-WIB encourages One-Stop Operators at each of the seven Career Centers in the Central Region to establish “English as a Second Language” classes to offer to customers who need to improve or develop English speaking ability. On-line software translation programs are provided to assist with immediate needs and translators are contacted to assist when necessary.

- I. ***Describe how the local region promotes integration of services through dual enrollment processes.***

Program Operators are encouraged to consider all funding streams available to assist with the customer’s need and to ensure that duplication does not occur. Utilization of the Toolbox System allows Program Operators to document and track dual enrollment and enter activities appropriately.

- J. ***List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.***

The C-WIB has approved the following credentials:

#### On-the-Job Training

The OJT must contain specific skills the employer identifies and agrees to provide in training. The participant is evaluated for skill competency upon entering and leaving the training to determine the achieved competencies. The program must have lasted a minimum of four weeks. The training participant, employer, and the participant’s counselor sign a form at the beginning and end of training to confirm that training has been completed and the rating of skills gained. There is no expiration date.

#### Work Experience

The participant is placed at a worksite to participate in a Work Experience assignment for a period of 150 to 999 hours. Employers are required to develop a written training plan, which includes skills to be developed and activities to be accomplished. Employers are required to complete time sheets and provide an evaluation of the participant. At the completion of the assignment, staff meets with the employer and the participant to evaluate the participant’s performance. Participants must successfully complete the Work Experience to be awarded a credential. There is no expiration date.

#### Workplace Readiness

The Workplace Readiness (WPR) Program is a classroom-training program that provides customized training for a wide variety of

occupations and needs. The initial curriculum was developed by employers and has been enhanced by input from employers, schools, customers, and partnering agencies. Training varies from 2-6 weeks and is often combined with training in the Mobile Lab and at the Universal Challenge Center. To obtain a credential, participants must successfully complete the course. There is no expiration.

#### Introduction to Computers and Introduction to Windows Based Personal Computers for Intermediate Users

A credential is earned by participants who successfully complete one of the above classes. The Introductory course is 12 hours and the Intermediate Course is 6 hours. Students must complete all activities including pre/post tests. The curriculum was developed by, and is kept current through, employer input. No expiration date.

#### Red Cross Courses

Participants must successfully complete any of the following courses, including testing, to receive a credential. No expiration.

American Red Cross Standard First Aid with AED

American Red Cross Standard First Aid

American Red Cross First Aid

American Red Cross Adult CPR/AED

American Red Cross Adult CPR

American Red Cross Infant and Child CPR

American Red Cross Injury-Control Modules

American Red Cross Preventing Disease Transmission

American Red Cross Oxygen Administration of the Lay Responder

#### Food Handler's Permit

The Food Handler's training certification is conducted by the City of Columbia, MO Health Department. Participants must successfully complete the course, which consists of ten safe food-handling skills. No expiration.

#### Drivers Education

Training is provided by the school system or a certified private trainer. Obtaining a driver's license is necessary for the participant to gain employment. Following the completion of the course, the participant must pass the state driving test. No expiration date.

## Safety in the Workplace

Curriculum was developed by Digital 2000, Inc. Participants must complete the course and successfully pass the exam. No Expiration.

### **VII. Integration of One-Stop Service Delivery**

#### **A. *Describe the one-stop delivery system in the local region, including:***

- 1. *A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;\****

The Central Region Workforce Investment Board regularly reviews the performance of subcontractors, and tests the customer satisfaction levels of those who visit the region's seven career centers. In addition, the Central Region WIB employs three business representatives in the 19-county region whose sole responsibility is to determine the skill level needs of the region's employer community.

- 2. *Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system; and***

The Central Region WIB and staff lead efforts in the region to attain full integration by encouraging all partners to cross train and pool resources.

- 3. *A copy of each memorandum of understanding (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area.\* (This should be included as Attachment 6 to the local plan.)***

A single "umbrella" Memorandum of Understanding was developed in 2001 between the local board and each of the one-stop partners concerning the operation of the one-stop delivery system in the local area. That original MOU, with attachments when applicable, is included as Attachment 6.

The MOU, which expired June 30, 2002, was renewed by the one-stop partners and is in effect until June 30, 2006. Current signature pages are included with the attachment.

- #### **B. *The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. Describe the plan development***



***process, including how input for the plan was obtained by all the partners involved in the MOU.***

The C-WIB Local Plan became available for public review and comment on July 31, 2005. To ensure public awareness, notices were placed in the Rolla, Lebanon, and Jefferson City newspapers; the Plan review period was thirty days.

C-WIB members and staff came together with subcontractors to develop the Plan, and it was discussed in detail on August 24, 2005 at a meeting of the C-WIB Planning Committee. The full C-WIB and Local Elected Officials approved the Plan on August 24, 2005.

Hazel Whitehead (representing Education), Rick Robertson (representing Family Support Division), and Harold Haldiman (representing private business) received a copy of the plan draft in advance of the Planning Committee meeting.

Other organizations were included by virtue of their representation of the C-WIB Planning Committee. Agencies represented include vocational rehabilitation, community-based organizations, labor, vocational and higher education, and private business.

#### **VIII. Administration & Oversight of Local Workforce Investment System**

##### ***A. Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.***

###### One-Stop Centers in Central Missouri by city (county):

Missouri Career Center – Camdenton (Camden)	Paula Curtman, LOES Director
Missouri Career Center – Columbia (Boone)	Gilbert Hake, DWD Reg. Director
Missouri Career Center – Ft. L. Wood (Pulaski)	Gilbert Hake, DWD Reg. Director
Missouri Career Center – Jefferson City (Cole)	Gilbert Hake, DWD Reg. Director
Missouri Career Center – Lebanon (Laclede)	Gilbert Hake, DWD Reg. Director
Missouri Career Center – Rolla (Phelps)	Trish Rogers, COPIC Director
Missouri Career Center – Mexico (Audrain)	Gilbert Hake, DWD Reg. Director

###### Affiliate sites by city (county):

Lake of the Ozark Sub-Region:	Paula Curtman, LOES Director
Eldon (Miller County)	
Versailles (Morgan County)	
Waynesville (Pulaski County)	

Meramec Sub-Region:	Trish Rogers, COPIC Director
Cuba (Crawford County)	
Salem (Dent County)	
Vienna (Maries County)	
Potosi (Washington County)	

Fulton (Callaway County)  
Boonville (Cooper County)  
Fayette (Howard County)  
California (Moniteau County)  
Linn (Osage County)

- B. *Identify the members of the local workforce investment board, the organization or business they represent, and the area (i.e. business, education) in Attachment 2 to the local plan.***

See Attachment 2, WIB Member List.

- C. *Include a copy of the local workforce investment board's current by-laws in Attachment 3 to the local plan.***

See Attachment 3, 3a, and 3b for the C-WIB By-Laws and amendments.

- D. *If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as an attachment to this plan.***

Not applicable.

## **IX. Service Delivery**

- A. *One-Stop Service Delivery Strategies***

***Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers.***

Customers have access to information describing local and surrounding area labor markets using the automated job matching system "Great Hires". Computers are located in public resource areas in all Career Centers and in satellite offices electronically linked to the Career Centers. Staff members are available to assist with navigation of the program if needed to ensure that customers access all links available to inform them of occupational demand. Program Operators are informed of all approved Training providers via the DESE website. Only DESE approved providers and courses are utilized.

- B. *Adults and Dislocated Workers***

- 1. *Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local area. \****

There are 19 counties in the Central Region and seven Career Centers. Satellite offices are located in each of these counties with electronic connection to the Career Center System to ensure customer access to WIA services (Self-Assisted Core, Staff Assisted Core, Intensive and Training). The electronic system is monitored by the C-WIB Technician to ensure that on-line information is in each area. Trained staff members are stationed at each office to provide services at all levels. Offices are open Monday through Friday from 8 until 4:30. Public resource areas are located at all facilities with computers accessible to customers for self-service. Customers who are not successful in finding employment after participating in self-assisted core services may request staff assisted services. Prior to service delivery "minimum eligibility" is documented as required by the WIA. Once eligibility has been documented, a "hard file" is created, all required information is entered into Missouri's automated tracking system (Toolbox) and the customer is enrolled as a participant to receive staff assisted services as outlined in the WIA. Minimum assessment is conducted at the Staff Assisted Core level including assessment of academic skills using Work Keys, and completing intake with the customer to interview and obtain information applicable to their job search. Referrals are provided to address barriers and include referral to both WIA and non-WIA resources as assessed necessary. Staff assists the participant to ensure that registration in Great Hires has been completed accurately to obtain a successful job match from the system. The participant may receive assistance to update or prepare a resume to be used in his/her job search.

Participants who are not successful in finding employment after participation in staff-assisted core services may require "intensive" service. Prior to enrollment in an intensive activity, participants must provide documentation to verify "eligibility". Documentation verifying personal and/or family income is reviewed and compared to HHS and or LLIS guidelines. Hard copy documentation is obtained from the participant and eligibility forms are completed by staff to document the eligibility process. Prior to enrollment into an intensive level activity, the eligibility packet is reviewed by a mid-management staff member to ensure that all forms are in place and that eligibility has been documented correctly. If there are no concerns found, authorization is granted to proceed with enrolling the participant in an intensive activity according to WIA.

During participation in intensive services, participant's skill levels are assessed to determine occupational aptitudes and interests. Results are utilized to assist the participant with development of the Individual Employment Plan (IEP) or Individual Service Strategy (ISS) for youth. As barriers are identified, referrals are made to access resources. Participants may be enrolled in several intensive

activities during this level of service. If the participant is not successful in obtaining self-sufficiency during participation at this service level, he/she may be recommended for enrollment into a WIA funded training activity.

Staff must submit a "Request for Training" form to the service provider's Executive Director. The request form must document applicable information pertaining to the participant, why he/she is in need of training, the type of training requested and the potential for success. As part of the selection process to determine the type of training and the training provider, staff members assist participants in reviewing the "Occupational Outlook", which is used to determine potential for employment once training is completed, wage expectation and work environment. Education requirements are also reviewed and a plan is outlined to ensure that the participant has funding to meet personal expenses and to pay for training.

When training is authorized, staff members are required to complete forms necessary for training enrollment:

OJT: contracts are executed between the sub-contractor and the training provider. The contract form includes all aspects of the training to be provided, the wage to be paid to the trainee and the dollar amount to be reimbursed to the training provider.

COT: ITA forms document the type of training, the length of training, the provider; the dollar amount received from each funding stream and all financial aid for which the participant is eligible. The dollar amount allocated from WIA is written in the ITA and sent to the training provider to be used for requesting payment.

Work Experience Agreements are completed with each work site that agrees to provide guidance and supervision to participants. The intent is to enable participants to improve job skills and become knowledgeable of employer expectations.

The Program Operator's Executive Director is required to sign and approve all training placement forms. Internal coordination efforts ensure that programs are operated in accordance with WIA requirements. C-WIB monitors each subcontractor annually and the Division of Workforce Development state office monitors the C-WIB and subcontractors annually. Regional performance is reviewed each month by the WIB.

2. ***Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.***

Program Operators who subcontract with the C-WIB are required to prepare and utilize Individual Training Account (ITA) forms to assist participants who are requesting funding to enroll in Classroom Occupational Training (COT). ITA forms include information pertaining to the participant (name, address, telephone number, email address and social security number). The name of the course, the name of the school and contact information is included; information pertaining to non-WIA financial aide and grant information is included, the dollar amount requested from WIA for tuition, fees and related supply costs is included. The ITA form must be signed by a representative of the training provider who can verify that the dollar amounts reported are accurate. The ITA is completed by the Program Operator's Executive Director who allocates the amount of WIA funding, which may not be the amount that has been recommended (funding allocations are based on WIA budget availability). Once the WIA allocation has been made and the Executive Director signs the form, a copy is sent to the school to be used for billing and a copy is sent to the participant.

The ITA is reviewed during all stages of monitoring to ensure that payments have been made in accordance with the form allocations.

**3. *Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between DWD and partner staff.***

DWD coordinates with Title I staff to ensure that dislocated workers are referred to WIA Staff Assisted services utilizing the Worker Profiling system as the method of selecting the customers to be referred. As profiled customers report to WIA offices to request services, they are assisted to determine minimum eligibility and receive staff assisted services. Collaboration between the two agencies ensures that information is shared and documented in the customer's automated file.

**C. *Rapid Response***

***Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.\****

The Central Region's Rapid Response activities are designed to plan and deliver services to enable dislocated workers to transition to new employment as quickly as possible, following either a permanent closure or a mass lay-off, or a natural or other type of disaster, which results in a mass job dislocation. Rapid Response staff will collaborate with partnering agencies within the One-Stop system of the Central Region to ensure that accurate and timely response is provided. The State of Missouri will notify the Central Region's WIB of potential plant closures, the WIB staff will

notify the Rapid Response Coordinator of this action and the pending lay-off.

The functions of the local rapid response team include initiating contact with employers, employees, and/or unions or employee groups. The team also conducts meeting to disseminate information and assists in statewide rapid response activities. The local WIB will allocate funds to support Rapid Response throughout the area. Partners will contribute individual agency funding as appropriate to ensure that Rapid Response activities are provided. Funding received from the State of Missouri and federal government to assist with emergency needs (Intensive and Training) will be allocated to local program operators to provide re-employment services.

In every instance when it has become apparent that a company is closing or is about to lay-off more than 10 but less than 50 employees, notification is immediately made to the Central Region Rapid Response Coordinator. Within 48 hours after the notification, Rapid response staff will initiate contact with the employer in an attempt to open the lines of communication. In the event the employer is uncooperative any or all of the following strategies will be implemented: (1) If a list of affected employees can be obtained a letter will be sent to each employee explaining available services and how to access; (2) If a union or other employee group is involved the representative will be contacted; or (3) An advertisement listing the toll free telephone number will be placed with the local newspapers, radio, etc, to reach laid off employees.

If the employer is cooperative, a meeting will be held to provide company officials with an orientation to services available. A plan of action will be developed at this point detailing the process for assisting dislocated individuals.

A Rapid Response Team consisting of the Rapid Response Coordinator (or applicable staff), representatives from the Wagner-Peyser Act programs, and other partnering agencies within the Central Region's One-Stop system will provide information on the services available to the dislocated employees at an employee meeting. If an employee meeting is not feasible, a request will be made to have the company put information about available services on bulletin boards, in lay-off notices, with final paychecks and/or handed out in the company's employee meetings.

A list of dislocated employees will be requested from the company so that information may be sent directly to the affected employees describing the services available in the Central Region. Individuals who respond will be referred to the appropriate program operator for assistance and access to services. Every effort will be made to ensure individuals have access and information about other partnering agencies that may be able to provide additional needed services. In addition, public service announcements and radio and/or newspaper advertisements may be used to disseminate

information to dislocated employees. The Central Region's One-Stop system will provide information to all dislocated workers explaining how to access core, intensive and training services within their local area.

In response to statewide Rapid Response activities, the Central Region Rapid Response Coordinator(s) and applicable staff will be available to assist the State Dislocated Worker Unit in mass lay-offs or plant closings of 50 or more employees, in whatever capacity requested. Wagner-Peyser and Unemployment Insurance information and services will be provided in the Central Region's One-Stop system. In the event that staff from the Central Region becomes aware of dislocation affecting more than 50 employees, they will immediately notify DWD. The Central Region will not initiate action until they have received confirmation and direction from DWD to proceed with Rapid Response Activities.

In compliance with the Worker Adjustment and Retraining (WARN) Act, employers will notify the State of the potential closure or mass lay-off. Once this information has been received, the State will notify the local WIB to initiate Rapid Response activities within the Central Region. The Rapid Response Coordinator(s) (or applicable staff) will meet with the State of Missouri Rapid Response Team and the employer to plan and discuss needed Rapid Response activities. A date will be scheduled to allow the Rapid Response Team to inform employees being impacted by the lay-off of available services and how to access the information they need to begin selecting the best programs and services to provide re-training (if needed) and get them back into the workforce as quickly as possible.

Rapid Response Activities will include on-site contact with the employer, representatives of the affected workers, and the local community, which may include an assessment

- Lay-off plans and schedule of the employer's notification and response to employees
- Potential for averting the lay-off if possible
- Background and probable assistance needs of the affected workers
- Re-employment prospects for workers in the local community
- Available resources to meet the short and long-term assistance needs of the affected workers.

**D. Youth**

- A. *Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.\****

***(This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)***

C-WIB contracts with three Program Operators in the Central Region for service delivery of WIA Youth Programs. Categories for service delivery include Younger Youth: In School, Younger Youth: Summer, Older Youth: Out of School and Older Youth: Summer.

The C-WIB has utilized 2000 Census Data to evaluate the needs of the youth within the Central Region. Data has been compared with WIA regulations and as a result, board policy directs subcontractors to partner with all available non-WIA resource agencies serving youth to ensure that maximum resource coordination occurs. Subcontractors are directed to serve the youth that are most in need, who typically have barriers to employment, including: out of school youth, youth who are at risk of dropping out of school, youth who are in foster care and those who are "aging out" of foster care; youth offenders, youth whose parents or parent is or has been incarcerated, youth who are homeless and youth who are determined to be low-income.

To determine eligibility for enrollment, youth applicants must prove low-income status and that they have at least one of the current barriers to employment as listed above; additional barriers that may be considered for eligibility include youth who are pregnant or parenting, youth with "special needs" and youth who lack work history or determined to be basic skills deficient. Documentation of the barrier must be evident in the file during file review and monitoring.

Youth who fail to meet the income eligibility requirements according to the WIA, but who have a documented barrier may be enrolled through the region's 5% window eligibility. Program Operators must submit a written request to the C-WIB stating why enrollment is suggested and explaining how enrollment will enable the youth to minimize or resolve the negative barrier. The C-WIB Executive Director will consider each request and provide a written response to be kept in the participant file.

Program Operators are responsible for designing programs and services to assist youth with training that will enhance future employment and career planning opportunities. Components of training include:



Work Experience: This training is available to all categories and includes placement at a public or private work site for a scheduled length of time (typically 160 hours, but may be extended up to 999 hours if assessment deems necessary and funding is available). Work Experience participation is designed to assist the participant in the development of positive work habits including positive attitude and the ability to meet an employer's expectations. Participation in this activity enables the participant to understand what skills are required for employment in the assigned occupation as well as education requirements to advance in career development in related occupations. Youth placed in this activity are subject to "Child Labor Laws" and employers must ensure that compliance is adhered to. Placement in this activity requires a "Placement Agreement" to be completed and signed by the worksite and the Executive Director of the Program Operator who is responsible for enrolling the participant into the Work Experience Component. Time sheets must be submitted on a scheduled basis and must be in accordance with specified hours of work, scheduled breaks and limitations required by "Child Labor Laws". Participants must be paid at least minimum wage and work hours must comply with Federal work requirements for employment of children.

Job Shadowing: participants in career awareness or planning activities may be enrolled in this activity. Shadowing includes observation of occupational activities at a public or private work site. Limited involvement to develop skills is allowed to gain understanding. However, the activities performed by the participant cannot contribute to the production or income potential of the employer. Shadowing is strictly designed to improve awareness; wages are not paid during participation.

Basic Skills Training: Younger Youth who are attending school may be enrolled in training designed to enhance academic ability and develop job-related skills. Components of this activity may include classroom instruction, tutoring, individual instruction or supervised activities. Length of training is based on individual need. Participants may be concurrently enrolled in Basic Skills Training and other program activities written into the Individual Service Strategy.

Workplace Readiness: Classroom training is available to all youth categories, designed to improve soft skills, develop academic job related skills, improve job seeking and job retention. Career Awareness is typically a component of Workplace Readiness when provided to youth and may include various other subjects such as: Anger Management, Conflict Resolution, Financial Management, Leadership, Team Participation Skills Development, Computer Literacy, Workplace Safety and Career Planning. Other topics may be reviewed. Participants who successfully complete Workplace

Readiness training receive a certificate, which is recognized as a “credential” by the C-WIB in the Central Region.

On-the-Job Training: Older Youth who are out of school and choose to participate in job-related training to develop skills needed for career development might be enrolled in this component. Participants are placed at public or private worksites to receive training. Employers enter a contractual agreement with the Program Operator agreeing to provide training necessary for skill development. Training length is based on skills limits required to obtain a “credential” that is transferable to other related occupations. At the successful completion of training, employers are expected to retain the participant at a wage not less than what was paid during training. Program Operators reimburse the employer up to 50% of the wage paid to the participant during training. Contracts are based on a minimum of 30-40 hours of employment per week with wages paid of at least the Federal minimum wage. Employers must verify that all employees, including the trainee are covered by Worker’s Compensation. Employers must provide their Federal Identification Number and Unemployment Insurance Contribution Number for contractual documentation as a registered business. OJT participants cannot replace existing members of the employer’s workforce and in the event that a reduction in force occurs while the participant is receiving training the contractual agreement for reimbursement will be frozen until the employers labor force returns to full operation.

Classroom Occupational Training: Older Youth who choose to attend post secondary school to develop skills leading to a “credential” may be enrolled in this activity. Training providers and the selected course of training must be approved by the Department of Elementary & Secondary Education. Participants must agree to meet all stipulations for successful school enrollment and may be required to complete a drug test. Training must be accomplished within two calendar years (24 months) and must lead to a “credential”. Priority for enrollment is focused on occupations that are considered to be “in demand” for the local and surrounding area. Participants of this program are required to submit Progress and Attendance reports to the Program Operator on a monthly basis. Failure to meet this requirement may void the agreement of the ITA. Participants must apply for all available financial aide, including, but not limited to, the Pell Grant. Non-WIA financial aid must be utilized prior to receiving WIA funds. Program Operators determine the dollar amount to be allocated to the participant’s training from WIA dollars. A percentage of the Pell Grant may be given to the participant to be utilized for training-related expenses if circumstances are warranted.

Support Services: Participants of all categories may be assessed to receive Support Services. Funding for these services is utilized to provide resources needed to enhance the training experience. Included might be assistance with transportation, childcare, training-related clothing or supplies, drug screening, counseling services, emergency food, housing or limited equipment needed for successful completion of training. Policy guidance for provision of support services must include completion of the Financial Needs Determination form, completion of the written Support Service Request form and verification forms applicable to the type of support requested.

**B. *Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local boards involvement in the projects, and the boards efforts to continue involvement and funding for the continuation of these projects. (Examples include JAG, Youth Build, I Can Learn, Cisco etc.)***

The Central WIA has several innovative youth projects currently operating in the region, which include:

Career Counselor Pilot Program

The Central Region Workforce Investment Board has hired three Career Counselors to assist youth in selecting career and education paths. The Career Counselor positions were created as a result of input from Education Forums and an Education Task Force Recommendation. These groups noted a need among smaller schools for enhanced career counseling. The Career Counselors work with school systems that request their services and travel to participating schools on a regular basis, meeting with juniors and seniors to provide information about the occupation selected by each student.

Working with school staff, the counselors advise students on the coursework needed to pursue their goals. Counselors also share networking, internship, and employment opportunities. Career testing and evaluation of interests; talents and personality characteristics are all part of this process. Needs ranging from selecting a college major to securing a job interview to applying for student loans are all addressed by the Career Counselors. These advisors act as resources to both students and their schools. This pilot program is a welcome addition to the Central Region Workforce Investment Board and helps to strengthen the workforce in Mid-Missouri.

Career Basics & Education Skills Training (CBEST)

The CBEST program is a cooperative effort between the Central Ozarks Private Industry Council (COPIC), RTI and RTC, and regional high schools. Appreciating the quality and value of the many vocational programs that are offered at RTI and RTC, COPIC provides financial sponsorship for twenty juniors and seniors from the regional high schools. COPIC also provides other services, including work experience topics such as job resumes, job searching, and employer expectations. The youth consultants also offer counseling services to supplement the efforts by the technical schools and high schools. CBEST students also participate in the Universal Challenge Center course. By engaging in this nationally accredited program, the students will learn to overcome fears while working in a team environment. The program is designed to help these students develop some of the most important skills needed in the workplace and in life.

#### Universal Challenge Center (UCC)

Universal Challenge programs focus on developing important life skills such as trust, communication, leadership and confidence. Groups such as dislocated workers, Workforce Investment Act (WIA) and Temporary Assistance for Needy Families (TANF) participants, scout troops, companies, community organizations, and school groups come to the course to focus on their own objectives. The course is made up of group problem-solving games; low elements that are one to two feet off the ground; and high elements that are 30 to 40 feet off the ground. Each type of activity serves a purpose and plays an important role in developing self-esteem and group reliance. The activities at UCC teach participants how to overcome challenges both individually and as a team, breaks the ice in groups that don't know each other well, and encourages participants to trust each other and themselves. A variety of programs and customized training are available for groups as small as six individuals. Participants ranging in age from 8 to 65 are welcome at UCC, and accommodations are available for participants with disabilities.

#### Hospital Work Experience

The Central Ozarks Private Industry Council currently sponsors two hospital work experience programs, one in Rolla at Phelps Regional Medical Center and the other in Potosi at Washington County Regional Hospital. In both programs, juniors and seniors from local high schools work three hours a day, performing various supervised workplace assignments. These assignments range from janitorial and maintenance work to computer keyboard entry and filing in an office environment. The student participants are given many of the same assignments and responsibilities as their coworkers. It is real work, not just a learning exercise. And yet in

the process, they do learn basic job skills such as being punctual, following instructions, and working well with others. They are evaluated on these and many other skills. Participants are paid for the hours that are worked and are held to the same standards and expectations as the other members of the hospital staff. Because these students have had few or no jobs, successful completion of the program gives them invaluable experience in the workplace. They learn about employer expectations. The experience also helps build confidence in their own ability to be productive members of an organization. It essentially furthers their successful entrance into the adult workplace.

#### Summer Work Experience

The Central Ozarks Private Industry Council also sponsors a summer work experience program at regional high schools. Fifteen students at Rolla, Steelville, Salem, Newburg, Maries County (Belle), and Potosi are working at their schools to help get the buildings ready for the coming school year. Like the hospital work experience program, student participants perform real work, learn basic job skills, and are evaluated on their participation. The area high schools provide the work site and supervision while COPIC provides the funding. Completion of the summer program gives the students the type of work experience that will help them become successful participants in future jobs.

#### Career Awareness & Related Experience (C.A.R.E. 2)

The Division of Workforce Development has awarded \$143,000 to expand the Columbia C.A.R.E. program into a year-round program (C.A.R.E.2). The plan is to serve 40 in-school youth and 10 out-of-school youth. The goal is to give Ward 1 participants work-experience at a worksite during the school year. They will go back into the Columbia C.A.R.E. program for summer.

#### 4-H Career Exploration

The Division of Workforce Development has awarded \$35,000 to each Local Workforce Investment Board Region to provide Career Exploration activities to youth between the ages of 16 – 21 through a partnership with non-WIA youth service providers. Funding of this project is from Wagner-Peyser, so WIA eligibility is not required. The C-WIB has applied for and has received this funding with the intention of contracting with the 4-H clubs and Boys and Girls Clubs in the Central Region. The goal of the program is to provide youth with basic skills that will assist them in making good career decisions and to help prepare for the ever-changing job market.

#### 21<sup>st</sup> Century Workforce – Construction Trades Pilot Program

The Central Region Workforce Investment Board, in collaboration with their approved Workforce Investment Act Youth Sub-Contractor, CMCHDC, and other local partners will provide the opportunity for low-income/at-risk youth to enter the “Construction Craft Labor Apprenticeship Program” located at High Hill or Belton, Missouri. The C-WIB proposes to serve 8 low-income/at-risk youth between the ages of 17 – 21 who are appropriate for, and interested in, occupations in the construction trades. Program participants will be chosen through a competitive and intensive application process to determine their interest and desire to work in construction trades industry. The first construction project planned is with the City of Boonville on the Kemper Military School Property. On the property, there are soccer fields that are utilized frequently, though there are no restroom facilities. Near the soccer fields, a building will be refurbished with half of the building made into separate male and female restrooms, and half into a concession booth with room for an office and storage. As of June 21, 2005, start-up of this program is pending the hire of a qualified instructor and finalization of project plans.

#### Adventures in Career Exploration (ACE)

The goals of ACE are:

- ◆ To provide an adventure in career exploration for 6<sup>th</sup> grade students and career information to the students’ parents.
- ◆ To encourage student field trips to workplace locations that meet the students’ career interest and to promote occupations that require applied science and mathematics.
- ◆ To provide school counselors with career information to be used in career exploration for 6<sup>th</sup> grade students.

This program is in the planning phase and was presented to the Central Region Workforce Investment Board (C-WIB) in June 2005. The C-WIB Planning Committee voted to continue with the development of this program. The C-WIB will apply for a Department of Elementary and Secondary Education (DESE) grant to fund a portion of this program.

The Central Region Workforce Investment Board provides funding, oversight and monitoring of all the above-mentioned youth programs to be sure that all meet the required performance standards and comply with the Workforce Investment Act (WIA).

#### **E. Business Services**

1. ***Describe efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact***

***system. Describe how partner staff work together to “broker” all programs and services to businesses. Include a description of strategies/training to ensure partner staff document business contacts in toolbox and work closely with all career center staff that have business outreach responsibilities. Describe innovative and/or outreach success(es) that may be considered best practice. Describe any modifications/revisions to the business outreach plans that were submitted to the DWD during 2004.***

The Central Region WIB has hired three Business Representatives whose sole responsibility is to call on employers in the region to determine their workforce skill needs, advertise the services of the career center system and to market the region’s recently attained ability to perform Work Keys profiling. Reports of the Business Representatives employer visits are made available to the DWD Business Representative and the appropriate career center managers and basic information is entered in the Toolbox system. In addition, the C-WIB Business Representatives and the DWD Business Representative coordinate employer visits using a joint electronic calendar. Both the DWD and the C-WIB Business Representatives’ reports are summarized to the C-WIB members each month.

- 2. Describe the region’s commitment to businesses and how the training needs of businesses will be addressed, including implementing incumbent worker and On-the-Job Training programs. Include a description of how these services will not duplicate and will coordinate with Missouri’s incumbent worker and industry training programs.***

The Central Region WIB has a strong commitment to connect to the employer community and to perform a detailed analysis of their skill needs. The WIB has hired three business representatives whose sole job is to visit with employers and help in determining their skills needs. In addition, the WIB has provided funding for the training of three Work Keys profilers who will be able to provide detailed analysis of the skills sets necessary to perform jobs in each workplace profiled. The WIB believes incumbent worker and on-the-job training is essential to meet the skills needs of the region’s employer community. The WIB coordinates with state personnel in all aspects of serving employers’ needs. The WIB Business Representatives provide regular reports to the DWD Business Representative and the establishment of a shared electronic calendar so the WIB and DWD Business Representatives can coordinate their activities.

## **F. *Innovative Service Delivery Strategies***

***Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.***

The Central Region WIB has already met with representatives of the MRP and has arranged for the region's subcontractors to meet with the MRP representatives in July 2005 to begin the process of program coordination. Of the five worker re-entry transitional facilities operated by MRP, three (Algoa in Jefferson City, Boonville and Vandalia) are located within the Central Region. Ex-offenders will be provided the same services available to all other program participants. Employers who are willing to serve ex-offenders will be identified by the WIB Business Representatives as they visit with employers from throughout the region.

**G. *Strategies for Faith-based and Community-based Organizations***

***Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)***

As is true through the rural portion of the nation, there are few faith-based organizations with interest in developing initiatives in workforce development. However, the WIB has contacted those that do and is always open to the development of relationships with other faith-based organizations. The WIB distributed throughout the region a quarterly newsletter with information on WIA programs. The newsletter provides information to faith-based and community-based organizations in the region concerning workforce development programs. In addition to the quarterly newsletters, the WIB conducts three group employer meetings during the year in various portions of the region and employs three Business Representatives to visit with employers on an individual basis. Certainly, many of these employers are members of faith-based and community-based organizations.

**X. Local Administration**



- A. *A description of the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area.\**

The local levels of performance negotiated with the Governor and chief elected official are as follows:

**PY 2005 and 2006 Final Negotiated WIA Performance Measures for Central Region**

Category	Region PY05 Planned Level	Region PY06 Planned Level
<b>Adults</b>		
Adult Entered Employment	85.0%	86.0%
Adult Employment Retention	83.0%	84.0%
Adult Earnings Change	\$3,800	\$3,900
Adult Employment & Credential	70.0%	71.0%
<b>Dislocated Workers</b>		
DW Entered Employment	70.0%	71.0%
DW Employment Retention	89.0%	89.0%
DW Earnings Replacement	(\$1,800)	(\$1,500)
DW Employment & Credential	69.0%	69.0%
<b>Older Youth</b>		
Older Youth Entered Employment	82.0%	82.0%
Older Youth Employment Retention	84.0%	86.0%
Older Youth Earnings Change	\$4,000	\$4,100
Older Youth Credential	60.0%	60.0%
<b>Younger Youth</b>		
Younger Youth Skill Attainment	88.0%	89.0%
Younger Youth Diploma Attainment	61.0%	63.0%
Younger Youth Retention	70.0%	72.0%
<b>Customer Satisfaction<sup>1</sup></b>		

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Note: <sup>1</sup> State didn't negotiate for customer satisfaction levels with region

**B. An identification of the entity responsible for the disbursement of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).\***

The Central Region Workforce Investment Board is the entity responsible for the disbursement of grant funds.

**C. A description of the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process.\***

A Request for Proposal is prepared and a notice announcing the availability of an RFP is posted in three newspapers of general circulation in the region. The RFP is sent to anyone responding to the advertisement as well as everyone on the bidder's list.

At least three administrative staff, including the Fiscal Officer, will open and evaluate all bids to ensure that the bids are responsive. Responsive bids are analyzed in accordance with the evaluation criterion established in the RFP, which are reflected in the Staff Bid Evaluation. Staff Bid Evaluation sheets will be signed and dated by the staff performing the evaluation.

The WIB Chairman appoints at least three members to serve on the RFP Evaluation Committee. Any WIB member having a conflict of interest, either real or apparent, will not serve on this committee.

The WIB Evaluation Committee reviews the Staff Bid Evaluation sheets and performs their own evaluation of each proposal. The committee then makes their recommendation to the WIB; the WIB may take the committee's recommendation or re-evaluate the bids based on all applicable requirements. When a final decision is reached, an award notice will be issued to the successful bidder.

Primary consideration in selecting service providers is the effectiveness of the agency in delivering services based on demonstrated performance in terms of meeting performance goals, cost, and quality of training. A satisfactory record of integrity, business ethics, and fiscal accountability is required.

To procure training services for youth, a public notice is placed in three newspapers in the region and a letter is sent to all occupational skill training providers in the area, as well as, WIA eligible and non-WIA eligible providers. The notice and letter state that funds are available to serve youth in skill training and that if the training providers are interested in serving youth in skill training, the training providers must be on the WIA Eligible Training Provider List. The providers must meet the Training Provider Certification requirements.

When a determination is made that skill training is appropriate for a youth participant, the case manager and the youth determine which type of training is the most appropriate. The case manager then assesses the training that is available based upon the Eligible Training Provider list. After reviewing costs, location, performance etc. of the training program, the best option for training is selected, and the reasons for selecting a particular training provider are documented.

**D. Describe how the local region is working towards eliminating duplicative administrative costs to enable increased training investments.**

While the Central Region is aware of assertions of duplicative administrative costs nationally, duplicative administrative costs have never been allowed in the Central Region. Maximum funds have always been made available for training investments.

**E. Identify how the local region ensures that services are not duplicated.**

The WIB regularly surveys the region to find existing services that might be of assistance to the region's workforce development system and refuses to fund duplicative services.

**F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600. (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment 4 to the local plan.**

Please refer to Attachment 4. This policy has been distributed as an attachment to the Central Region MOU.

**G. Include the Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006 in Attachment 5 to the local plan.**

Please refer to Attachment 5, WIA Plan PBS PY05 and Attachment 5a, WIA Plan PBS FY06.

#### Attachments to the Local Plan

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Workforce Investment Board Membership List
3. Local Workforce Investment Board By-Laws
4. Complaint and Grievance Guidelines
5. Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006
6. Memorandum of Understanding (signed by all the parties)

***\*Denotes WIA-Mandated Planning Requirements***

### **Public Comment Process**

Prior to submission, the local plans shall provide notice to the public of the plan's availability for comment. Local regions are expected to involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the review of this plan. To ensure as many individuals as possible have an opportunity to comment, notice should also include any known groups representing the diversity of the population in the region. This public comment period shall consist of 30 days.

### **Plan Submission Process**

Deadline for local plan submissions will be August 31, 2005. A hard copy of the plan, with original signatures, as well as an electronic copy in Microsoft Word is required.

The hard copy should be sent to:

Division of Workforce Development  
Planning and Research  
P.O. Box 1087  
421 E. Dunklin Street  
Jefferson City, MO 65102-1087

The electronic copy should be sent to:

[flowers.clint@ded.mo.gov](mailto:flowers.clint@ded.mo.gov)

### **Plan Review Process**

Once a complete plan has been submitted, the state anticipates a 30-day review process by the state's Local Plan Review Team. Formal notification of the plan's

approval will be sent to the local workforce investment board (WIB) chair and a copy sent to the local WIB's staff director. The new local plans will be effective October 1, 2005.

### **Local Plan Modification Procedures**

Upon DOL approval of the new state WIA/Wagner-Peyser Act Plan, the Division of Workforce Development (DWD) anticipates replacing DWD Issuance 01-00, Change 3, with a new local plan modification procedures issuance. The new issuance will reflect the elements of this local planning guidance.

## Addendum A

### National Strategic Direction

The purpose of this attachment is to inform the local regions of the national strategic priorities and direction for the workforce investment system for this planning cycle:

- Implementation of a demand-driven workforce system (preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors of the American economy);
- System reform to eliminate duplicative administrative costs and to enable increased training investments;
- Enhanced integration of service delivery through One-Stop delivery systems nationwide;
- A refocusing of the WIA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs, and increased accountability;
- Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers;
- Faith-based and community-based organizations playing an enhanced role in workforce development;
- Enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems; and
- Reporting against common performance measures across Federal employment and training programs.

Federal goals for this two-year cycle include realizing the reforms envisioned by WIA, and incorporating new statutory and regulatory program requirements that have evolved since the passage of WIA, such as priority of service for veterans as prescribed by the Jobs for Veterans Act.

For further information on DOL's national direction, please refer to the Federal Register/Vol. 70, No. 69 dated Tuesday, April 12, 2005, *Planning Guidance and Instructions for Submission of Two Years of the Strategic Five-Year State Plan for Title 1 of the Workforce Investment Act of 1998 and the Wagner-Pesyer Act; Pages 19206 through 19209.*

## Addendum B

### **Apprenticeship Program Information**

The President's High Growth Job Training Initiative is advancing the partnership between industry employers, community colleges and workforce providers to train workers who can compete in emerging fields like biotechnology, high-tech manufacturing, health care, and many others. Apprenticeship has been recognized as a successful model for providing skilled workers, first in the construction trades and now biotechnology, health care, information technology, retail and numerous occupational areas.

Apprenticeship sponsorship, in collaboration with community colleges and the career center, uses classroom instruction and on-the-job training to provide quality training and certification of individuals needed now and in the future.

To promote apprenticeship sponsorship and collaboration, DWD is suggesting that the representatives from the U.S. Department of Labor Bureau of Apprenticeship and Training be invited to WIB meetings (and other meetings, such as Missouri Employer Committee, chamber of commerce, etc.), invited to attend job fairs and conferences and arrange to work directly with career center staff, including business representatives. DWD encourages innovative ideas from local workforce investment boards for outreach to business and academic institutions to advance apprenticeship sponsorships.